

**Council Meeting of October 8, 2014**

**Agenda Item No. 86**

**REQUEST FOR COUNCIL ACTION**

**SUBJECT:** Implementation of step and grade wage structure.

**SUMMARY:** The Wage Evaluation Committee has prepared information for discussion and possible action regarding the implementation of step and grade wage structure, and other adjustments to employee compensation.

**FISCAL IMPACT:** The fiscal impact will depend on the options that Council decides to move forward with. For example if the Council selected a 13-year step plan and a 2-year promotional plan for supervisors, the aggregate cost for the remainder of this fiscal year would be approximately \$294,774 with ongoing costs based on the new step structure that is roughly equivalent to what we have done in the past few years.

**STAFF RECOMMENDATION:**

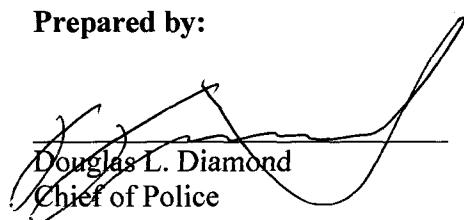
Staff recommends approval to immediately implement the 13-year step plan, increasing the wage ranges from approximately 32% to 42%-43% width, and 2-year plan to address supervisor/subordinate compression, and that a COLA (Cost of Living Adjustment) be considered by the Council annually to keep wages in line with inflation.

**MOTION RECOMMENDED:**

"I motion to adopt Resolution 14-185 approving the immediate implementation of the 13-year step plan, increasing the salary range widths as proposed, consider COLA's annually, and implement the 2-year plan to address supervisor/subordinate compression."

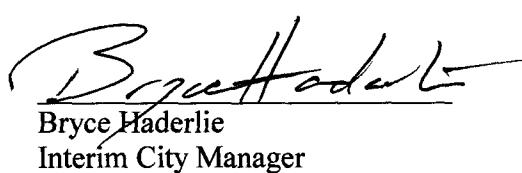
Roll Call vote required.

**Prepared by:**



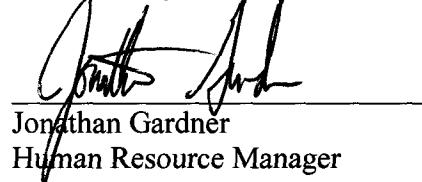
Douglas L. Diamond  
Chief of Police

**Recommended by:**



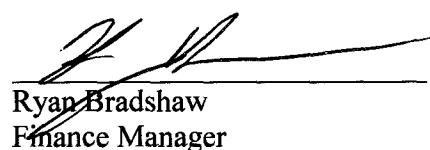
Bryce Haderlie  
Interim City Manager

**Reviewed by:**



Jonathan Gardner  
Human Resource Manager

**Reviewed by:**



Ryan Bradshaw  
Finance Manager

## **BACKGROUND DISCUSSION:**

In June 2014, City Council set aside \$550,000.00 to help deal with various salary concerns including supervisor/subordinate compression, salary compression due to wage freezes between 2008-2011, lifting caps on the career ladder advancement, and to enhance the pay structure to better recruit and retain experienced employees, primarily in public safety.

During the discussions between department heads and other city staff, the biggest concern of employees seemed to be not having a defined wage structure. In order to bring back more structure to the salary schedule so that employees can anticipate future earnings, we have developed a step and grade wage structure for council consideration. We propose three alternative plans as described below. (See Appendix A for program costs and Appendix B for structure.)

1. 12-year Step Plan; or
2. 13-year Step Plan; or
3. 14-year Step Plan.

Our current width of pay ranges is 32%, much smaller than market average of between 40-45%. Increasing range widths will help employees achieve the competitive advantage that City Council directed us they would like to see, as agreed upon when approving the Strategic Compensation Plan on May 8, 2013, and affirmed during strategic planning in January 2014. Staff suggests taking a moderate approach by increasing the current range width. The range widths will be:

1. 12-year Step Plan – 42%; or
2. 13-year Step Plan – 43%; or
3. 14-year Step Plan – 42%.

We currently have 12 supervisors whose hourly rates are less than subordinates. The philosophy that supervisors should be compensated at a higher rate than subordinates is supported by supervisors having greater responsibility for other individuals as well as job skills, knowledge and abilities. To address the supervisor/subordinate compression issue we have two alternative plans as described below. (See Appendix A for program costs.) Depending on which plan is chosen, we would apply the approved proposal to the 12 supervisors, giving them credit for the years they have served as a supervisor in their current position.

1. 1-year plan: Upon promotion a supervisor would advance to a step in the promoted pay grade which is: (a) closest to, but not less than, a 5% pay raise; or (b) at least a full step above subordinates, whichever is more.
2. 2-year plan: Upon promotion a supervisor would, in the first year, advance to a step in the promoted pay grade which is: (a) closest to, but not less than, a 5% pay raise; or (b) the bottom of the promotion range, whichever is more. In the second year, the supervisor would advance to the step in their pay grade which is at least a full step above subordinates.

We would like to move forward immediately with the step plan and supervisor/subordinate compression plan. We will **continue to look at the other issues** of salary compression due to wage freezes between 2008-2011, lifting caps on the career ladder advancement, and to enhance the pay structure to better recruit and retain experienced employees in the near future. Staff believed it was important to establish a base in the step and range wage structure in order to better determine how to address these three issues.

Moving forward the goal is to be able to provide employees with a step increase (provided they pass their annual performance review) and also provide a COLA which will adjust the ranges upward in order to keep up with inflation and market changes. Also, once employees top out in their ranges, they would only be receiving the COLA.

## **ADDITIONAL INFORMATION**

The below information is meant to clarify and answer some of the questions that were raised during the September 24<sup>th</sup> Council Meeting.

### **Step Increases:**

The step and grade plans that we have proposed **should not be construed to be a “guarantee”** of an increase each year. Step increases within a pay range are meant to reward employees who are performing at an acceptable level or higher, gaining experience and skills, and/or years of service/longevity. The steps in our proposal are intended to give employees and the City a **guide for future compensation**.

### **Steps Can be Merit Based:**

Wage increases in the City of West Jordan have been based on employees achieving an **adequate/acceptable level of performance**, not just time. The **goal of department heads is to have every employee performing at an acceptable level**. Department heads make every effort to ensure employees are performing at an acceptable level by making corrections to behavior and/or performance on a regular basis. Employees whose performance dips below an acceptable level are **corrected as quickly as possible as situations arise**. Supervisors most often counsel/mentor an employee to correct performance or place the employee on an Employee Development Plan. When necessary the department head will issue appropriate discipline to correct performance. When these small corrections are made **employees bring themselves to an acceptable level of performance**. Therefore, our goal is that they will receive acceptable ratings on evaluations. If an employee's performance continues to be substandard, the employee may be terminated.

### **Rewarding Exceptional Performance:**

A concern was raised about additional compensation for employees who have demonstrated **exceptional levels of performance**. City staff agrees these employees should be recognized for their performance. We can accomplish this in a variety of ways including giving the exceptional employee a bonus at the end of the year, recognizing (monetary or other recognition) employees who demonstrate exceptional leadership or performance on specific projects, and we **currently give KUDOS awards** for exceptional performance. We believe that exceptional performance can be best accommodated by our **employee recognition program**, which may need to be expanded.

### **COLA:**

Some questions/concerns were raised about a **cost of living adjustment (COLA)** being included in **our initial plan**. COLAs are adjustments made to income in order to counteract the effects of inflation. COLAs in the City, when approved, have been generally based on the Western Region consumer price index (CPI) for all urban consumers. **We included a consideration for a COLA** in the plan presented to council on September 24<sup>th</sup>. **Any COLA considered should be based on the CPI-U and the City’s ability to fund them.**

### **Need to Act:**

The economy is improving generating more competition for jobs in the private and public sectors. In a recent survey, 54.9% of government agencies have increased hiring over 2012 levels (Oct. 2014 Public Management Magazine, pg. 26). In a recent survey of Salt Lake Valley agencies, **more of them are returning to a step and grade system** in order to attract and retain employees (Jeremy Olsen Sept. 2014). Three large police agencies have recently started to aggressively recruit officers by giving incentives, step plans and crediting years of service, to attract experienced officers from other agencies. We need to act to stop the recent flow of officers to other agencies. Other public sector employers are starting to take this effect into account. We cannot get behind the curve on this issue.

### **What if the Economy Changes:**

The economy will undoubtedly change. If the economy starts a down turn, **the City Council can and should take steps** to ensure the City will remain solvent. Just as the **City Council did in 2008 through 2011**, all of these proposals can be put on hold or reduced to account for the decreases in revenues.

### **Continued Evaluation and Recommendations:**

City staff will continue to evaluate compensation to City employees by:

- Evaluating compensation based on the market.
- Determining where compression issues exist and proposing solutions, within the budget.
- Evaluating the current career ladders/enhancement options.
- Proposing future career ladders/enhancement options.
- Evaluating and proposing ways to reward exceptional performers.

Our goal is to propose a compensation plan that will help retain and attract high quality employees and fiscally sustainable for the City.

**THE CITY OF WEST JORDAN, UTAH**

A Municipal Corporation

RESOLUTION NO. 14-185

**A RESOLUTION APPROVING THE IMPLEMENTATION OF  
THE 13-YEAR STEP PLAN INCREASING THE WAGE RANGE, A  
2-YEAR PLAN TO ADDRESS SUPERVISOR/SUBORDINATE COMPRESSION, AND ANNUAL  
CONSIDERATION OF A COLA BY THE CITY OF WEST JORDAN**

WHEREAS, the Wage Evaluation Committee has determined that a new step and grade wage structure will improve employee morale, simplify wage adjustments annually, and improve employee retention as demand for skilled municipal labor increases; and

WHEREAS, the Wage Evaluation Committee has offered a number of proposals for Council consideration and recommends the implementation of the 13-year step plan, increasing the ranges of each position from approximately 32% to a range of 42%-43% width, that a Cost of Living Increase (COLA) be considered annually, and the implementation of the proposed 2-year plan to address supervisor/subordinate compression; and

WHEREAS, the funding is currently available as of June 2014, when the City Council set aside \$550,000.00 to address various salary concerns; and

WHEREAS, the Council desires to keep employee wages "competitive plus", sustainable, and attainable as future revenues allow.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF WEST JORDAN, UTAH, THAT:

- Section 1. The aforementioned step and grade wage structure be approved.
- Section 2. The aforementioned wage range adjustments be approved.
- Section 3. The aforementioned supervisor/subordinate compression mitigation plan be approved.
- Section 4. That a Cost of Living Adjustment (COLA) be considered annually.
- Section 5. This Resolution shall take effect immediately.

Adopted by the City Council of West Jordan, Utah, this \_\_\_\_\_ day of \_\_\_\_\_ 2014.

KIM V. ROLFE  
Mayor

ATTEST:

MELANIE S. BRIGGS, MMC  
City Clerk

Voting by the City Council	"AYE"	"NAY"
Jeff Haaga	____	____
Judy Hansen	____	____
Chris McConnehey	____	____
Chad Nichols	____	____
Ben Southworth	____	____
Justin D. Stoker	____	____
Mayor Kim V. Rolfe	____	____

## ANNUAL COST FOR IMPLEMENTING THE STEP PROGRAM

<u><b>3.25%</b></u> <u><b>12 Steps</b></u>	<u><b>3%</b></u> <u><b>13 Steps</b></u>	<u><b>2.75%</b></u> <u><b>14 Steps</b></u>			
Wage Cost	469,392.90	Wage Cost	244,628.83	Wage Cost	307,538.73
25% Benefit Cost	117,348.23	25% Benefit Cost	61,157.21	25% Benefit Cost	76,884.68
TOTAL	586,741.13	TOTAL	305,786.04	TOTAL	384,423.41
Fiscal Implementation Cost	<u>\$ 440,055.85</u>	Fiscal Implementation Cost	<u>\$ 229,339.53</u>	Fiscal Implementation Cost	<u>\$ 288,317.56</u>
Average Increase	51 ¢	Average Increase	27 ¢	Average Increase	33 ¢

## ANNUAL COST FOR SUPERVISOR/SUBORDINATE PAY ISSUE

### 1 Year Plan

1 Year Plan: Closest full step above subordinate upon promotion (minimum of 5%).

3.25%	3.00%	2.75%			
Year 1	97,315.74	Year 1	78,776.87	Year 1	85,946.96
With 25% Benefits	121,644.67	With 25% Benefits	98,471.09	With 25% Benefits	107,433.70
Fiscal Implementation Cost	<u>\$ 91,233.50</u>	Fiscal Implementation Cost	<u>\$ 73,853.32</u>	Fiscal Implementation Cost	<u>\$ 80,575.27</u>

### 2 Year Plan

2 Year Plan: Year 1 = The higher of 5% or bottom of promotion range. Year 2 = Closest full step above subordinate.

3.25%	3.00%	2.75%			
Year 1	88,826.63	Year 1	69,796.74	Year 1	74,360.28
Year 2	8,798.40	Year 2	10,212.80	Year 2	6,760.00
TOTAL	97,625.03	TOTAL	80,009.54	TOTAL	81,120.28
With 25% Benefits	122,031.29	With 25% Benefits	100,011.92	With 25% Benefits	101,400.34
Fiscal Implementation Cost	<u>\$ 83,274.97</u>	Fiscal Implementation Cost	<u>\$ 65,434.44</u>	Fiscal Implementation Cost	<u>\$ 69,712.76</u>

## STEP AND RANGES

Range	Step %	RANGES			Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	% Spread	
		Min	Mid	Max																
RANGE 37	3.25%	12.88	15.60	18.31	12.88	13.30	13.73	14.18	14.64	15.11	15.60	16.11	16.64	17.18	17.73	18.31	-	42%		
	3.00%	12.88	15.62	18.36	12.88	13.27	13.66	14.07	14.50	14.93	15.38	15.84	16.32	16.81	17.31	17.83	18.36	-	43%	
	2.75%	12.88	15.60	18.33	12.88	13.23	13.60	13.97	14.36	14.75	15.16	15.57	16.00	16.44	16.89	17.36	17.84	18.33	-	42%
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RANGE 39	3.25%	13.53	16.39	19.24	13.53	13.97	14.43	14.90	15.38	15.88	16.40	16.93	17.48	18.05	18.63	19.24	-	42%		
	3.00%	13.53	16.41	19.30	13.53	13.94	14.36	14.79	15.23	15.69	16.16	16.64	17.14	17.66	18.19	18.73	19.30	-	43%	
	2.75%	13.53	16.39	19.26	13.53	13.91	14.29	14.68	15.08	15.50	15.93	16.36	16.81	17.28	17.75	18.24	18.74	19.26	-	42%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
RANGE 40	3.25%	13.87	16.79	19.72	13.87	14.32	14.79	15.27	15.76	16.28	16.80	17.35	17.91	18.50	19.10	19.72	-	42%		
	3.00%	13.87	16.82	19.78	13.87	14.29	14.71	15.16	15.61	16.08	16.56	17.06	17.57	18.10	18.64	19.20	19.78	-	43%	
	2.75%	13.87	16.80	19.73	13.87	14.25	14.64	15.05	15.46	15.88	16.32	16.77	17.23	17.71	18.19	18.69	19.21	19.73	-	42%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
RANGE 41	3.25%	14.22	17.21	20.21	14.22	14.68	15.16	15.65	16.16	16.68	17.22	17.78	18.36	18.96	19.57	20.21	-	42%		
	3.00%	14.22	17.24	20.27	14.22	14.64	15.08	15.53	16.00	16.48	16.98	17.48	18.01	18.55	19.11	19.68	20.27	-	43%	
	2.75%	14.22	17.22	20.23	14.22	14.61	15.01	15.42	15.85	16.28	16.73	17.19	17.66	18.15	18.65	19.16	19.69	20.23	-	42%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
RANGE 42	3.25%	14.57	17.65	20.72	14.57	15.05	15.54	16.04	16.56	17.10	17.66	18.23	18.82	19.43	20.07	20.72	-	42%		
	3.00%	14.57	17.68	20.78	14.57	15.01	15.46	15.92	16.40	16.89	17.40	17.92	18.46	19.01	19.58	20.17	20.78	-	43%	
	2.75%	14.57	17.65	20.74	14.57	14.97	15.39	15.81	16.24	16.69	17.15	17.62	18.10	18.60	19.11	19.64	20.18	20.74	-	42%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
RANGE 43	3.25%	14.94	18.09	21.24	14.94	15.42	15.93	16.44	16.98	17.53	18.10	18.69	19.30	19.92	20.57	21.24	-	42%		
	3.00%	14.94	18.12	21.30	14.94	15.39	15.85	16.32	16.81	17.32	17.84	18.37	18.92	19.49	20.08	20.68	21.30	-	43%	
	2.75%	14.94	18.10	21.26	14.94	15.35	15.77	16.21	16.65	17.11	17.58	18.06	18.56	19.07	19.59	20.13	20.69	21.26	-	42%
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RANGE 44	3.25%	15.31	18.53	21.76	15.31	15.80	16.32	16.85	17.39	17.96	18.54	19.15	19.77	20.41	21.07	21.76	-	42%		
	3.00%	15.31	18.56	21.82	15.31	15.76	16.24	16.72	17.23	17.74	18.28	18.82	19.39	19.97	20.57	21.19	21.82	-	43%	
	2.75%	15.31	18.54	21.78	15.31	15.73	16.16	16.60	17.06	17.53	18.01	18.51	19.02	19.54	20.08	20.63	21.19	21.78	-	42%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
RANGE 45	3.25%	15.69	19.00	22.31	15.69	16.20	16.73	17.27	17.83	18.41	19.01	19.63	20.27	20.93	21.61	22.31	-	42%		
	3.00%	15.69	19.03	22.37	15.69	16.16	16.65	17.15	17.66	18.19	18.74	19.30	19.88	20.47	21.09	21.72	22.37	-	43%	
	2.75%	15.69	19.01	22.33	15.69	16.12	16.57	17.02	17.49	17.97	18.47	18.97	19.49	20.03	20.58	21.15	21.73	22.33	-	42%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
RANGE 46	3.25%	16.09	19.48	22.87	16.09	16.61	17.15	17.71	18.28	18.88	19.49	20.12	20.78	21.45	22.15	22.87	-	42%		
	3.00%	16.09	19.51	22.94	16.09	16.57	17.07	17.58	18.11	18.65	19.21	19.79	20.38	20.99	21.62	22.27	22.94	-	43%	
	2.75%	16.09	19.49	22.89	16.09	16.53	16.98	17.45	17.93	18.42	18.93	19.45	19.99	20.54	21.10	21.68	22.28	22.89	-	42%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
RANGE 47	3.25%	16.48	19.96	23.43	16.48	17.02	17.57	18.14	18.73	19.34	19.97	20.62	21.29	21.98	22.70	23.43	-	42%		
	3.00%	16.48	19.99	23.50	16.48	16.98	17.49	18.01	18.55	19.11	19.68	20.27	20.88	21.51	22.15	22.82	23.50	-	43%	
	2.75%	16.48	19.97	23.45	16.48	16.94	17.40	17.88	18.37	18.88	19.40	19.93	20.48	21.04	21.62	22.22	22.83	23.45	-	42%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		

## STEP AND RANGES

Range	Step %	RANGES			Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	% Spread	
		Min	Mid	Max																
RANGE 49	3.25%	17.32	20.97	24.62	17.32	17.88	18.46	19.06	19.68	20.32	20.98	21.66	22.36	23.09	23.84	24.62	-	42%		
	3.00%	17.32	21.00	24.69	17.32	17.83	18.37	18.92	19.49	20.07	20.68	21.30	21.93	22.59	23.27	23.97	24.69	-	43%	
	2.75%	17.32	20.98	24.64	17.32	17.79	18.28	18.78	19.30	19.83	20.38	20.94	21.51	22.10	22.71	23.34	23.98	24.64	-	42%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
RANGE 50	3.25%	17.75	21.49	25.24	17.75	18.33	18.92	19.54	20.17	20.83	21.51	22.20	22.93	23.67	24.44	25.24	-	42%		
	3.00%	17.75	21.53	25.31	17.75	18.28	18.83	19.40	19.98	20.58	21.20	21.83	22.49	23.16	23.86	24.57	25.31	-	43%	
	2.75%	17.75	21.50	25.26	17.75	18.24	18.74	19.26	19.79	20.33	20.89	21.46	22.05	22.66	23.28	23.92	24.58	25.26	-	42%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
RANGE 51	3.25%	18.20	22.03	25.87	18.20	18.79	19.40	20.03	20.68	21.35	22.05	22.76	23.50	24.27	25.05	25.87	-	42%		
	3.00%	18.20	22.07	25.94	18.20	18.74	19.30	19.88	20.48	21.09	21.73	22.38	23.05	23.74	24.45	25.19	25.94	-	43%	
	2.75%	18.20	22.04	25.89	18.20	18.70	19.21	19.74	20.28	20.84	21.41	22.00	22.61	23.23	23.87	24.52	25.20	25.89	-	42%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
RANGE 52	3.25%	18.65	22.58	26.52	18.65	19.26	19.88	20.53	21.20	21.89	22.60	23.33	24.09	24.87	25.68	26.52	-	42%		
	3.00%	18.65	22.62	26.59	18.65	19.21	19.79	20.38	20.99	21.62	22.27	22.94	23.63	24.34	25.07	25.82	26.59	-	43%	
	2.75%	18.65	22.60	26.54	18.65	19.16	19.69	20.23	20.79	21.36	21.95	22.55	23.17	23.81	24.46	25.14	25.83	26.54	-	42%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
RANGE 53	3.25%	19.12	23.15	27.18	19.12	19.74	20.38	21.04	21.73	22.43	23.16	23.91	24.69	25.49	26.32	27.18	-	42%		
	3.00%	19.12	23.19	27.26	19.12	19.69	20.28	20.89	21.52	22.16	22.83	23.51	24.22	24.94	25.69	26.46	27.26	-	43%	
	2.75%	19.12	23.16	27.20	19.12	19.64	20.18	20.74	21.31	21.89	22.50	23.11	23.75	24.40	25.07	25.76	26.47	27.20	-	42%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
RANGE 54	3.25%	19.59	23.72	27.85	19.59	20.23	20.89	21.57	22.27	22.99	23.74	24.51	25.30	26.13	26.98	27.85	-	42%		
	3.00%	19.59	23.76	27.93	19.59	20.18	20.79	21.41	22.05	22.71	23.39	24.10	24.82	25.56	26.33	27.12	27.93	-	43%	
	2.75%	19.59	23.73	27.88	19.59	20.13	20.68	21.25	21.84	22.44	23.06	23.69	24.34	25.01	25.70	26.40	27.13	27.88	-	42%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
RANGE 55	3.25%	20.09	24.32	28.56	20.09	20.74	21.41	22.11	22.83	23.57	24.34	25.13	25.94	26.79	27.66	28.56	-	42%		
	3.00%	20.09	24.36	28.64	20.09	20.69	21.31	21.95	22.61	23.29	23.99	24.70	25.45	26.21	27.00	27.81	28.64	-	43%	
	2.75%	20.09	24.33	28.58	20.09	20.64	21.21	21.79	22.39	23.01	23.64	24.29	24.96	25.64	26.35	27.07	27.82	28.58	-	42%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
RANGE 56	3.25%	20.59	24.93	29.27	20.59	21.26	21.95	22.67	23.40	24.16	24.95	25.76	26.60	27.46	28.35	29.27	-	42%		
	3.00%	20.59	24.98	29.36	20.59	21.21	21.85	22.50	23.18	23.87	24.59	25.33	26.09	26.87	27.67	28.50	29.36	-	43%	
	2.75%	20.59	24.95	29.30	20.59	21.16	21.74	22.34	22.95	23.58	24.23	24.90	25.58	26.29	27.01	27.75	28.52	29.30	-	42%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
RANGE 57	3.25%	21.11	25.56	30.01	21.11	21.79	22.50	23.23	23.99	24.77	25.57	26.40	27.26	28.15	29.06	30.01	-	42%		
	3.00%	21.11	25.60	30.09	21.11	21.74	22.39	23.06	23.76	24.47	25.20	25.96	26.74	27.54	28.37	29.22	30.09	-	43%	
	2.75%	21.11	25.57	30.03	21.11	21.69	22.28	22.90	23.53	24.17	24.84	25.52	26.22	26.94	27.68	28.45	29.23	30.03	-	42%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
RANGE 58	3.25%	21.63	26.19	30.75	21.63	22.33	23.06	23.81	24.58	25.38	26.21	27.06	27.94	28.85	29.78	30.75	-	42%		
	3.00%	21.63	26.24	30.84	21.63	22.28	22.95	23.64	24.35	25.08	25.83	26.60	27.40	28.22	29.07	29.94	30.84	-	43%	
	2.75%	21.63	26.21	30.78	21.63	22.23	22.84	23.47	24.11	24.77	25.46	26.16	26.87	27.61	28.37	29.15	29.95	30.78	-	42%

## STEP AND RANGES

RANGES																			
Range	Step %	Min	Mid	Max	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	% Spread
RANGE 59	3.25%	22.17	26.84	31.51	22.17	22.89	23.63	24.40	25.19	26.01	26.86	27.73	28.63	29.56	30.52	31.51	-	42%	
	3.00%	22.17	26.88	31.60	22.17	22.83	23.52	24.22	24.95	25.70	26.47	27.26	28.08	28.92	29.79	30.68	31.60	-	43%
	2.75%	22.17	26.85	31.54	22.17	22.78	23.40	24.05	24.71	25.39	26.08	26.80	27.54	28.30	29.07	29.87	30.70	31.54	42%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
RANGE 61	3.25%	23.29	28.21	33.12	23.29	24.05	24.83	25.64	26.47	27.33	28.22	29.14	30.09	31.06	32.07	33.12	-	42%	
	3.00%	23.29	28.25	33.21	23.29	23.99	24.71	25.45	26.22	27.00	27.82	28.65	29.51	30.39	31.31	32.25	33.21	-	43%
	2.75%	23.29	28.22	33.15	23.29	23.94	24.59	25.27	25.96	26.68	27.41	28.17	28.94	29.74	30.55	31.39	32.26	33.15	42%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
RANGE 62	3.25%	23.88	28.91	33.95	23.88	24.65	25.46	26.28	27.14	28.02	28.93	29.87	30.84	31.84	32.88	33.95	-	42%	
	3.00%	23.88	28.96	34.05	23.88	24.60	25.33	26.09	26.88	27.68	28.51	29.37	30.25	31.16	32.09	33.05	34.05	-	43%
	2.75%	23.88	28.93	33.98	23.88	24.54	25.21	25.90	26.62	27.35	28.10	28.87	29.67	30.48	31.32	32.18	33.07	33.98	42%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
RANGE 63	3.25%	24.47	29.63	34.79	24.47	25.27	26.09	26.94	27.81	28.72	29.65	30.61	31.61	32.64	33.70	34.79	-	42%	
	3.00%	24.47	29.68	34.89	24.47	25.21	25.96	26.74	27.54	28.37	29.22	30.10	31.00	31.93	32.89	33.88	34.89	-	43%
	2.75%	24.47	29.65	34.82	24.47	25.15	25.84	26.55	27.28	28.03	28.80	29.59	30.40	31.24	32.10	32.98	33.89	34.82	42%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
RANGE 64	3.25%	25.09	30.38	35.66	25.09	25.90	26.74	27.61	28.51	29.44	30.39	31.38	32.40	33.45	34.54	35.66	-	42%	
	3.00%	25.09	30.43	35.77	25.09	25.84	26.61	27.41	28.24	29.08	29.95	30.85	31.78	32.73	33.71	34.73	35.77	-	43%
	2.75%	25.09	30.39	35.69	25.09	25.78	26.49	27.21	27.96	28.73	29.52	30.33	31.17	32.02	32.90	33.81	34.74	35.69	42%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
RANGE 65	3.25%	25.71	31.13	36.55	25.71	26.55	27.41	28.30	29.22	30.17	31.15	32.16	33.21	34.29	35.40	36.55	-	42%	
	3.00%	25.71	31.18	36.66	25.71	26.48	27.28	28.09	28.94	29.81	30.70	31.62	32.57	33.55	34.55	35.59	36.66	-	43%
	2.75%	25.71	31.15	36.58	25.71	26.42	27.14	27.89	28.66	29.45	30.26	31.09	31.94	32.82	33.72	34.65	35.60	36.58	42%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
RANGE 66	3.25%	26.35	31.91	37.47	26.35	27.21	28.09	29.01	29.95	30.92	31.93	32.97	34.04	35.14	36.29	37.47	-	42%	
	3.00%	26.35	31.96	37.57	26.35	27.14	27.96	28.80	29.66	30.55	31.47	32.41	33.38	34.39	35.42	36.48	37.57	-	43%
	2.75%	26.35	31.93	37.50	26.35	27.08	27.82	28.59	29.37	30.18	31.01	31.87	32.74	33.64	34.57	35.52	36.49	37.50	42%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
RANGE 67	3.25%	27.02	32.71	38.41	27.02	27.90	28.80	29.74	30.70	31.70	32.73	33.80	34.89	36.03	37.20	38.41	-	42%	
	3.00%	27.02	32.77	38.52	27.02	27.83	28.66	29.52	30.41	31.32	32.26	33.23	34.22	35.25	36.31	37.40	38.52	-	43%
	2.75%	27.02	32.73	38.44	27.02	27.76	28.52	29.31	30.11	30.94	31.79	32.67	33.57	34.49	35.44	36.41	37.41	38.44	42%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
RANGE 68	3.25%	27.69	33.53	39.37	27.69	28.59	29.52	30.48	31.47	32.49	33.55	34.64	35.76	36.93	38.13	39.37	-	42%	
	3.00%	27.69	33.59	39.48	27.69	28.52	29.38	30.26	31.17	32.10	33.06	34.06	35.08	36.13	37.21	38.33	39.48	-	43%
	2.75%	27.69	33.54	39.40	27.69	28.45	29.23	30.04	30.86	31.71	32.59	33.48	34.40	35.35	36.32	37.32	38.35	39.40	42%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
RANGE 69	3.25%	28.38	34.37	40.35	28.38	29.31	30.26	31.24	32.26	33.31	34.39	35.51	36.66	37.85	39.08	40.35	-	42%	
	3.00%	28.38	34.43	40.47	28.38	29.23	30.11	31.02	31.95	32.90	33.89	34.91	35.96	37.03	38.14	39.29	40.47	-	43%
	2.75%	28.38	34.38	40.39	28.38	29.16	29.97	30.79	31.64	32.51	33.40	34.32	35.26	36.23	37.23	38.25	39.30	40.39	42%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

## STEP AND RANGES

RANGES																			
Range	Step %	Min	Mid	Max	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	% Spread
RANGE 70	3.25%	29.09	35.22	41.35	29.09	30.03	31.01	32.02	33.06	34.13	35.24	36.38	37.57	38.79	40.05	41.35		42%	
	3.00%	29.09	35.28	41.47	29.09	29.96	30.86	31.78	32.74	33.72	34.73	35.77	36.85	37.95	39.09	40.26	41.47		43%
	2.75%	29.09	35.24	41.39	29.09	29.89	30.71	31.55	32.42	33.31	34.23	35.17	36.14	37.13	38.15	39.20	40.28	41.39	42%
-																			
RANGE 71	3.25%	29.82	36.11	42.39	29.82	30.79	31.79	32.82	33.89	34.99	36.13	37.30	38.51	39.76	41.06	42.39		42%	
	3.00%	29.82	36.17	42.51	29.82	30.71	31.63	32.58	33.56	34.57	35.61	36.67	37.77	38.91	40.07	41.28	42.51		43%
	2.75%	29.82	36.12	42.43	29.82	30.64	31.48	32.35	33.24	34.15	35.09	36.05	37.05	38.07	39.11	40.19	41.29	42.43	42%
-																			
RANGE 72	3.25%	30.56	37.00	43.45	30.56	31.55	32.58	33.64	34.73	35.86	37.03	38.23	39.47	40.76	42.08	43.45		42%	
	3.00%	30.56	37.07	43.57	30.56	31.48	32.42	33.40	34.40	35.43	36.49	37.59	38.71	39.88	41.07	42.30	43.57		43%
	2.75%	30.56	37.02	43.48	30.56	31.40	32.27	33.15	34.06	35.00	35.96	36.95	37.97	39.01	40.09	41.19	42.32	43.48	42%
-																			
RANGE 74	3.25%	32.11	38.87	45.64	32.11	33.15	34.23	35.34	36.49	37.67	38.90	40.16	41.47	42.81	44.21	45.64		42%	
	3.00%	32.11	38.94	45.78	32.11	33.07	34.06	35.08	36.14	37.22	38.34	39.49	40.67	41.89	43.15	44.44	45.78		43%
	2.75%	32.11	38.89	45.68	32.11	32.99	33.90	34.83	35.79	36.77	37.78	38.82	39.89	40.98	42.11	43.27	44.46	45.68	42%
-																			
RANGE 75	3.25%	32.91	39.85	46.78	32.91	33.98	35.08	36.22	37.40	38.61	39.87	41.16	42.50	43.88	45.31	46.78		42%	
	3.00%	32.91	39.91	46.92	32.91	33.89	34.91	35.96	37.04	38.15	39.29	40.47	41.69	42.94	44.23	45.55	46.92		43%
	2.75%	32.91	39.87	46.82	32.91	33.81	34.74	35.70	36.68	37.69	38.72	39.79	40.88	42.01	43.16	44.35	45.57	46.82	42%
-																			
RANGE 77	3.25%	34.58	41.87	49.16	34.58	35.70	36.86	38.06	39.30	40.58	41.90	43.26	44.66	46.12	47.61	49.16		42%	
	3.00%	34.58	41.94	49.30	34.58	35.62	36.69	37.79	38.92	40.09	41.29	42.53	43.81	45.12	46.47	47.87	49.30		43%
	2.75%	34.58	41.89	49.20	34.58	35.53	36.51	37.51	38.54	39.60	40.69	41.81	42.96	44.14	45.36	46.61	47.89	49.20	42%
-																			
RANGE 79	3.25%	36.33	43.99	51.65	36.33	37.51	38.73	39.99	41.29	42.63	44.02	45.45	46.93	48.45	50.03	51.65		42%	
	3.00%	36.33	44.07	51.80	36.33	37.42	38.55	39.70	40.89	42.12	43.38	44.69	46.03	47.41	48.83	50.29	51.80		43%
	2.75%	36.33	44.01	51.70	36.33	37.33	38.36	39.41	40.50	41.61	42.76	43.93	45.14	46.38	47.66	48.97	50.31	51.70	42%
-																			
RANGE 80	3.25%	37.23	45.08	52.93	37.23	38.44	39.69	40.98	42.32	43.69	45.11	46.58	48.09	49.65	51.27	52.93		42%	
	3.00%	37.23	45.16	53.09	37.23	38.35	39.50	40.69	41.91	43.16	44.46	45.79	47.17	48.58	50.04	51.54	53.09		43%
	2.75%	37.23	45.11	52.98	37.23	38.26	39.31	40.39	41.50	42.64	43.82	45.02	46.26	47.53	48.84	50.18	51.56	52.98	42%
-																			
RANGE 81	3.25%	38.16	46.21	54.26	38.16	39.40	40.69	42.01	43.37	44.78	46.24	47.74	49.29	50.89	52.55	54.26		42%	
	3.00%	38.16	46.29	54.41	38.16	39.31	40.49	41.70	42.95	44.24	45.57	46.94	48.35	49.80	51.29	52.83	54.41		43%
	2.75%	38.16	46.23	54.30	38.16	39.21	40.29	41.40	42.54	43.71	44.91	46.15	47.41	48.72	50.06	51.44	52.85	54.30	42%
-																			
RANGE 84	3.25%	41.09	49.76	58.42	41.09	42.43	43.81	45.23	46.70	48.22	49.79	51.41	53.08	54.80	56.58	58.42		42%	
	3.00%	41.09	49.84	58.59	41.09	42.33	43.60	44.91	46.25	47.64	49.07	50.54	52.06	53.62	55.23	56.88	58.59		43%
	2.75%	41.09	49.78	58.47	41.09	42.23	43.39	44.58	45.81	47.06	48.36	49.69	51.06	52.46	53.90	55.38	56.91	58.47	42%

## STEP AND RANGES

RANGES																			
Range	Step %	Min	Mid	Max	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	% Spread
RANGE 87	3.25%	44.26	53.59	62.93	44.26	45.70	47.19	48.72	50.30	51.94	53.63	55.37	57.17	59.03	60.95	62.93		42%	
	3.00%	44.26	53.69	63.11	44.26	45.59	46.96	48.37	49.82	51.31	52.85	54.44	56.07	57.75	59.49	61.27	63.11		43%
	2.75%	44.26	53.62	62.98	44.26	45.48	46.73	48.02	49.34	50.69	52.09	53.52	54.99	56.50	58.06	59.65	61.29	62.98	42%
RANGE 88	3.25%	45.37	54.94	64.50	45.37	46.85	48.37	49.94	51.56	53.24	54.97	56.76	58.60	60.51	62.47	64.50		42%	
	3.00%	45.37	55.03	64.69	45.37	46.73	48.13	49.58	51.07	52.60	54.18	55.80	57.48	59.20	60.98	62.81	64.69		43%
	2.75%	45.37	54.96	64.56	45.37	46.62	47.90	49.22	50.57	51.96	53.39	54.86	56.37	57.92	59.51	61.15	62.83	64.56	42%
RANGE 90	3.25%	47.67	57.72	67.77	47.67	49.22	50.82	52.47	54.17	55.93	57.75	59.63	61.57	63.57	65.63	67.77		42%	
	3.00%	47.67	57.82	67.96	47.67	49.10	50.57	52.09	53.65	55.26	56.92	58.63	60.39	62.20	64.06	65.98	67.96		43%
	2.75%	47.67	57.75	67.83	47.67	48.98	50.33	51.71	53.13	54.59	56.09	57.64	59.22	60.85	62.52	64.24	66.01	67.83	42%
RANGE 53F	3.25%	14.47	17.52	20.57	14.47	14.94	15.43	15.93	16.44	16.98	17.53	18.10	18.69	19.30	19.92	20.57		42%	
FIRE	3.00%	14.47	17.55	20.63	14.47	14.90	15.35	15.81	16.29	16.77	17.28	17.80	18.33	18.88	19.45	20.03	20.63		43%
	2.75%	14.47	17.53	20.59	14.47	14.87	15.28	15.70	16.13	16.57	17.03	17.50	17.98	18.47	18.98	19.50	20.04	20.59	42%
RANGE 57F	3.25%	15.98	19.35	22.71	15.98	16.50	17.03	17.58	18.16	18.75	19.36	19.98	20.63	21.30	22.00	22.71		42%	
FIRE	3.00%	15.98	19.38	22.78	15.98	16.46	16.95	17.46	17.98	18.52	19.08	19.65	20.24	20.85	21.47	22.11	22.78		43%
	2.75%	15.98	19.36	22.73	15.98	16.42	16.87	17.33	17.81	18.30	18.80	19.32	19.85	20.39	20.95	21.53	22.12	22.73	42%
RANGE 61F	3.25%	17.63	21.35	25.07	17.63	18.21	18.80	19.41	20.04	20.69	21.36	22.06	22.77	23.51	24.28	25.07		42%	
FIRE	3.00%	17.63	21.39	25.14	17.63	18.16	18.71	19.27	19.85	20.44	21.05	21.69	22.34	23.01	23.70	24.41	25.14		43%
	2.75%	17.63	21.36	25.09	17.63	18.12	18.62	19.13	19.65	20.19	20.75	21.32	21.91	22.51	23.13	23.76	24.42	25.09	42%
RANGE 65F	3.25%	19.46	23.56	27.67	19.46	20.09	20.75	21.42	22.12	22.84	23.58	24.34	25.13	25.95	26.80	27.67		42%	
FIRE	3.00%	19.46	23.60	27.75	19.46	20.04	20.65	21.27	21.90	22.56	23.24	23.93	24.65	25.39	26.15	26.94	27.75		43%
	2.75%	19.46	23.58	27.69	19.46	20.00	20.55	21.11	21.69	22.29	22.90	23.53	24.18	24.84	25.53	26.23	26.95	27.69	42%
RANGE 74F	3.25%	23.00	27.84	32.69	23.00	23.74	24.51	25.31	26.13	26.98	27.86	28.77	29.70	30.67	31.66	32.69		42%	
FIRE	3.00%	23.00	27.89	32.79	23.00	23.69	24.40	25.13	25.88	26.66	27.46	28.28	29.13	30.00	30.90	31.83	32.79		43%
	2.75%	23.00	27.86	32.72	23.00	23.63	24.28	24.95	25.63	26.34	27.06	27.80	28.57	29.36	30.16	30.99	31.84	32.72	42%